

**Committee on Budget and Government Operations
Chicago Department of Streets and Sanitation
October 23, 2012
Commissioner Thomas G. Byrne**

Honorable Chairman Austin, Vice-Chairman Reilly and members of the City Council:

As we look to 2013, the Chicago Department of Streets and Sanitation (DSS) remains committed to providing Chicagoans with the essential services that keep our neighborhoods safe and clean, and improve the quality of life for residents in every community.

As the City's largest provider of non-emergency services, DSS responds to approximately one million requests from residents each year in key service areas, such as garbage and recycling collection; forestry services; street cleaning; snow removal; automobile towing; graffiti removal; rodent control services; and vacant lot cleaning.

Under the leadership of Mayor Rahm Emanuel, the department remains focused on delivering the highest quality of service, while exploring new operational and administrative strategies that allow us to make the most efficient use of our resources.

We have worked diligently to prepare a responsible budget that will support our efforts to deliver the best services to residents in the most cost-effective way possible.

These efforts will include the citywide expansion of the residential recycling program; additional support for the City's graffiti program to boost our response to this type of vandalism; increased resources to combat Emerald Ash Borer which threatens Chicago's urban forest; additional support for tree trimming and removal which will strengthen our efforts to maintain Chicago's parkway trees in every community; and increased manpower for our Rodent Control services.

2012 Highlights: Reforming Operations, Cutting Costs

When Mayor Emanuel took office a year and half ago, he tasked us with developing operational and administrative reforms that would challenge each of us to work harder and smarter for residents.

Over the past year, we have implemented a series of changes across many of our service areas that have resulted in greater efficiencies and increased productivity. We will continue to build upon those achievements in 2013.

These successes would not have been possible without the partnership of the City Council, and we welcome your cooperation and continued feedback as we work to deliver the best services possible to your communities.

Key 2012 highlights include:

- The implementation of managed competition for recycling services which has maintained service levels, reduced our operation costs by \$4.7 million in one year, and paved the way for the full citywide expansion of residential blue cart recycling by the end of 2013.
- A new labor agreement resulting from the successful partnership between Laborers Union 1001 and the City of Chicago which is expected to save the City approximately \$30 million over the next six years while fostering competitive employment opportunities that support a flexible workforce.
- The successful transition of approximately 190,000 households onto a grid-based refuse collection system that has allowed the department to use 15 to 22 fewer trucks each day to provide the same weekly refuse services to Chicago residents.
- The implementation of graffiti service reforms which has led to a 16 percent average daily crew productivity increase—which translates into approximately 900 additional jobs each crew will complete in a year.
- The continuation of forestry service reforms which, coupled with favorable weather conditions, enabled us to nearly double the number of completed forestry requests over the same time period last year—21,900 jobs completed to 11,000 jobs completed in 2011.
- The reassignment of five limited duty personnel to support our efforts in responding to increased rodent control requests resulting from the mild winter. In 2012, we have completed approximately 20,000 more rodent inspections and baitings over last year.
- Finally, as a result of the enforcement of work rules, progressive discipline and collaboration with the Teamsters and Laborers unions, we have been able to decrease absenteeism among truck drivers by 27 percent and laborers by 37 percent.

2013: Building on Success, Expanding Services

In 2013, we will continue building on successful reforms from the current year, and develop new strategies for efficiency. We also propose expanding resources in targeted service areas, such as recycling, forestry, graffiti and rodent control, to enhance the vitality and improve the safety of our communities.

In an effort to create greater synergy between sanitation and rodent control operations, in 2013 we will fold the Bureau of Rodent Control into the Bureau of Sanitation. By consolidating these operations under one bureau, we expect greater continuity between service areas. We also anticipate we will be able to more easily transfer resources between operations to respond to the changing needs of our communities.

Next year, we will also continue to reassign limited duty personnel to assist with rodent control services until they are medically able to return to their original assignment. As you may know, we recently brought five employees back to work who have baited an additional 1,600 alleys in the past eight weeks.

As announced by Mayor Emanuel earlier this year, our department is currently planning to expand blue cart recycling to the remaining 340,000 households in 2013. We anticipate the roll out will begin in spring 2013 and conclude by year end.

As a result of competitive bidding, our successful labor agreement and increased efficiencies from grid-based tree trimming, next year, we propose an additional 10 forestry crews to support our efforts to care for Chicago's urban forest.

These additional crews will be responsible for regular tree maintenance, including trimmings and removals, for the nearly half million trees that line Chicago's parkways. These crews will also support our emergency forestry response during storm seasons. With these crews, we anticipate completing up to 20,000 more jobs next year.

In addition to tree maintenance, the City has developed an aggressive plan to combat the Emerald Ash Borer insect that threatens approximately 17 percent of the City's parkway trees. These trees enhance the aesthetics of our neighborhoods, and offer significant environmental benefits to our communities. The City estimates the cost to treat a tree at \$54 compared to estimated \$1,000 to remove and replace a tree.

Since treatment became available in 2009, we have inoculated approximately 19,000 trees, and released approximately 48,000 parasitoids to combat emerald ash borer.

In 2013, we recommend a far more aggressive approach which includes inoculating 35,000 ash trees next year alone. This step will be the first of a multi-year plan that includes a combination of inoculating viable trees, and removing and replacing trees that cannot be saved. The Bureau will coordinate with aldermanic offices to determine priority areas for treatment in each community.

Next year, we also propose adding five painters to our graffiti removal program which will support our efforts to build on the increased productivity resulting from our successful grid reforms. Approximately 60 percent of the graffiti requests received by our department are handled by painters. With these painters, we can deploy extra resources to communities that are continuously plagued with graffiti, as we work to keep neighborhoods clean and safe for our residents.

Chairman Austin and Members of the City Council, in the coming year, please be assured of the department's continued partnership. We welcome the opportunity to discuss the unique needs of your communities and chance to develop better ways to serve the residents of Chicago.

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Streets and Sanitation

2013 Budget Hearing

MBE/WBE Data

Period: Oct, 2011 – Sept. 2012

Total Purchases: \$59,161,680

	MBE	WBE	Total MBE/WBE Purchases
Asian	\$14,518 (0.02%)	\$115,717 (0.20%)	\$130,235 (0.22%)
African-American	\$5,624,417 (9.5%)	\$91,672 (0.15%)	\$5,716,088 (9.66%)
Hispanic	\$8,861,579 (15%)	\$31,085 (0.05%)	\$8,892,664 (15.05%)
Total Spending	\$15,029,725 (25.4%)	\$5,600,497 (9.5%)	\$ 20,630,222 (34.9%)

Staffing Data

Department Ethnicity and Gender				
	Male	Female	Total	%
Asian	39	3	42	2%
Black	799	214	1013	48%
Hispanic	357	97	454	21.5%
White	474	129	603	28.5%
Total	1,668	444	2,112	100%
	79%	21%	100%	

New Hires Ethnicity and Gender				
	Male	Female	Total	%
Asian	0	0	0	0%
Black	10	10	20	37%
Hispanic	12	1	13	24%
White	18	3	21	39%
Total	40	14	54	
	74%	26%	100%	

Department Managers Ethnicity and Gender				
	Male	Female	Total	%
Asian	2	0	2	3%
Black	18	3	21	26%
Hispanic	16	7	23	28%
White	32	3	35	43%
Total	68	13	81	100%
	84%	16%	100%	

Interns

School	Gender	Race
Corliss High School	Male	Black
Austin Business and Entrepreneur	Female	Black
Austin Business and Entrepreneur	Female	Black
Roberto Clemente High School	Female	Hispanic
Curie High School	Female	Hispanic
Simeon High School	Male	Black
New Millennium High School	Female	Black
Harlan High School	Male	Black

CHICAGO DEPT. OF STREETS AND SANITATION

COMMISSIONER'S OFFICE
121 N. LaSalle St. Room 700
Acting Commissioner
Charles Williams
(312) 744-4611 Office

TRAFFIC SERVICES
120 N. Racine Ave.
2nd Floor

Contractual Towing
Management

City Towing

Auto Pounds
Management

Vehicle
Impoundment
Programs

Special
Traffic
Services

FORESTRY
2352 S. Ashland Ave.

Tree Trimming

Tree Planting

Tree Removal

Tree Debris Pick-
Up

Stump Removal

Wood Disposal

STREET OPERATIONS
121 N. LaSalle St. Room 704

Inspections and
Surveys

Vacant Lot
Cleaning

Graffiti Program

Garage Demolition

Sheriff's Work
Alternative Program

Snow Operations

Loop Operations

Neighborhood
Enhancement
Program

SANITATION
121 N. LaSalle St. Room 704

Solid Waste
Collection

Recycling & Compost
Collection

Street Sweeping

Vector Services /
Rodent Baiting

Containerization

Dead Animal
Recovery

ADMINISTRATIVE SERVICES
121 N. LaSalle St. Room 701

Financial
Management

Accounting

Accounts
Payable

Contract
Administration

Personnel
Services

Payroll
Services